

A Work Project, presented as part of the requirements for the Award of a Master's degree in
Management from the Nova School of Business and Economics.

**Generation Z and their perception towards the working environment – analyzed in times
of Covid-19**

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Abstract

Generation Z is going to dictate the job market in the future. However, research on it is still occasional, especially in times of Covid-19. Consequently, practices to approach the cohort are lacking. This work-project addresses the research gap by carrying out a cross-sectional study with the help of a questionnaire. The research revealed that Gen Z'ers are characterized by being digital-natives, who have diverse perceptions of the working environment. They are affected by events like Covid-19 which impaired their mental health, among other things. Based on these insights, practices on how to approach the cohort were designed for companies.

Keywords: Generation Z, Perception of the working environment, Best practices on how to approach Gen Z, Human Resource Management

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Table of content

Abstract	1
1 Introduction	3
2 Literature review	4
2.1 Different Generations	4
2.2 Gen Z and its Characteristics	4
2.3 Work values and expectations at work of Gen Z	6
2.4 Traditional vs. Modern Recruiting	8
2.5 Challenges and trends in recruiting	8
2.6 Hypotheses	9
3 Methodology	11
3.1 Objective	11
3.2 Quantitative approach	11
3.3 Psychometric characteristics	12
3.4 Elaboration of the survey	13
3.5 Survey frame data.....	13
4 Research Findings	14
4.1 Characteristics of the data	14
4.2 Results	14
4.3 Discussion	18
4.4 Best practices on how to approach Gen Z.....	22
4.5 Limitations and future research.....	24
5 Conclusion.....	25
6 References	26
7 Appendices	31

1 Introduction

Employees are an important part of companies. In the near future, firm's success will be dependent on the recruitment and behavior of future generations. Currently, five generations are active in the job market. One of them is Generation Z, which has recently started to enter the job market, though the cohort is going to dictate it soon (Fratričová and Kirchmayer 2018, 28). In 2020, 20% of the workforce already consisted of Gen Z'ers (Half 2015). Currently, the so-called war for talents, an unstable economic situation, and skill-shortages have put companies in competition for employees. Companies can build a competitive advantage, if able to recruit the best employees (Șupeală 2018, 1–3). To be competitive in the long run, companies have to analyze values, trends, expectations, etc., from Generation Z. Thus, they will be able to build knowledge upon how the cohort is shaped as future employees and be capable of recruiting and retaining the best talents. The new generation will be an intangible asset for companies, shortly (Sidorcuka and Chesnovicka 2017, 807). But managers don't always understand the differences between ages and hence don't take the right action to address them. (Urlick, Hollensbe et al. 2017 as cited in Maloni, Hiatt, and Campbell 2019, 1). Companies need to understand how the perception towards the working environment has changed from Gen Z's perspective and which behavior patterns are unknown. If identified, recruiting practices have to aim at what motivates the cohort and meet their expectations. Research studies on Gen Z are becoming more frequent. However, they are still occasional and recruiting-best practices are lacking. Furthermore, conducted research is most likely to be restraint, as Gen Z just started to enter the job market. Consequently, even more members were underaged in previous studies and their character wasn't fully developed. Especially during times of Covid-19, academic research is rare on the effects of the pandemic for the generation. This research gap shall be addressed with the thesis. The aim is to answer the following research question: What are best practices for companies to approach Generation Z?

2 Literature review

This section will summarize the current literature on Gen Z's characteristics, their examined work- values and recruiting trends. Moreover, the rare academic literature on Covid-19 and its impacts on Generation Z will be examined. The literature should be published within the last years, as many Gen Z'ers were underaged in the recent past and not fully matured. Due to already conducted research, in different countries, different industries, at other times, there are limitations to identify distinct features on the cohort of Gen Z. Therefore, with this holistic approach, the claim is to gather different views on their values and expectation. Last but not least, based on extensive literature research, hypotheses will be designed.

2.1 Different Generations

For the first time, five generations are active on the job market; Generation Z, Generation Y, Generation X, Baby Boomers and Traditionalists (Bejtkovsky 2016, 105). Transitions between generations are fluid. Therefore, the literature assigns specific periods to them, which can deviate. Generations are shaped by their own upbringing and their social background but also from events, trends and chronological dates, which they have in common with everyone else at that time. At a young age, these influences result in individual characteristics and expectations of the working environment. Differences between cohorts have already been discussed in the literature in the past. However, research on Gen Z is still sporadic, especially in times of Coronavirus.

2.2 Gen Z and its Characteristics

In the literature, there are different definitions of Gen Z and how to classify them. The definitions include the years from mid-1990 to mid-2000s (Sivabalan, Yazdanifard, and Ismail 2014, 178–79). For this thesis, Gen Z is classified as follows: Members of Gen Z have been born between 1995-2010 (Christensen, Wilson, and Edelman 2018, 1; Maloni, Hiatt, and Campbell 2019, 2). The following table summarizes identified characteristics of Gen Z'ers:

Characteristics of the Generation Z	Cited in
digital natives	(Francis and Hoefel 2018; Berkup 2014, 223; Fratričová and Kirchmayer 2018, 29; West, Ricks, and Strachan 2019, 11)
social media is very important to them	(Berkup 2014, 218; Sidorcuka and Chesnovicka 2017, 809)
when using social media, they are very visual and use gifs, pictures, emojis and memes	(Dupont 2015, 4)
always online on whatever technological advice, connected 24/7	(Tari 2011 as cited in Bencsik, Juhász, and Horváth-Csikós 2016, 93; West, Ricks, and Strachan 2019, 11)
affine to TikTok, while millennials drove the growth of Instagram and Gen Z	(Muliadi 2020)
feel uncomfortable without technology, seek new challenges	(West, Ricks, and Strachan 2019, 11)
look for answers on the internet	(Tari 2011 as cited in Bencsik, Juhász, and Horváth-Csikós 2016, 93; Sidorcuka and Chesnovicka 2017, 809)
not fearful of changes, brave, impatient, agile	(Tari 2011 as cited in Bencsik, Juhász, and Horváth-Csikós 2016, 93)
Achievement-oriented, want to follow their dreams & become financially self-contained, enjoy life before the age of 30	(Barna Group 2018)
racially and ethnically diverse, on average very highly educated, possess greater economic well-being than other cohorts through their parents	(Fry and Parker 2018)
believe that everyone is equal and should be treated the same way	(Barnes & Noble College Insights as cited in Schroth 2019, 9)
short attention span, technological, affected by brands	(Sidorcuka and Chesnovicka 2017, 809)
experienced challenging moments which shaped common values amongst Gen Z'ers (e.g., economic crises, 9/11, climate change, parents losing jobs and wars)	(Sidorcuka and Chesnovicka 2017, 809; Dupont 2015, 2; Becton and Jones-Farmer 2014, 176; Macky and Forsyth 2008, 858; Fratričová and Kirchmayer 2018, 29)
global	(Sidorcuka and Chesnovicka 2017, 809; Desai & Lele 2017 as cited in Dwivedula, Singh, and Azaran 2019, 34)

creative	(Bencsik, Juhász, and Horváth-Csikós 2016, 99; Desai & Lele 2017 as cited in Dwivedula, Singh, and Azaran 2019, 34)
self-confidence, good communication, teamwork, not the hardest working generation	(Bencsik, Juhász, and Horváth-Csikós 2016, 99)
multitasking, efficient technology use, integrity, desire for fun & freedom, innovative	(Desai & Lele 2017 as cited in Dwivedula, Singh, and Azaran 2019, 34)
likely to suffer from e.g., anxiety and stress, through the use of social media	(American Psychological Association 2018; McMaster 2020; Pathak 2020)
less work experience than generations before, higher economic well-being	(Schroth 2019, 6)
experienced protective parenting, which may lead to an issue in terms of learning life skills more quickly and become an independent adult	(Schroth 2019, 10)

The current pandemic has a significant and most likely long-lasting impact on the cohort, as it is a “generation-characterizing” moment (Jankowski 2020). During the pandemic, friends, relationships were tested and Gen Z’ers had to distance themselves in their prime years of social interaction (Sample 2020). From a survey in America, Gen Z members say that Covid-19 has had an adverse effect on their finances, which is why they will be careful in terms of their spending in the future. Also, 37% reported that they suffered mentally (Leonhardt 2020). Many internships got canceled, while other Gen Z’ers experienced how their parents lost their jobs or reduced their working hours. Furthermore, due to the pandemic, the cohort has more concerns about their professional future and falling behind at school (Gurchiek 2020). Since the beginning of the pandemic, online videos are consumed the most in terms of media consumption, followed by Online TV/Streaming and Online Games (Jones 2020). Overall, the academic literature is rare on the effects of Covid-19 on Gen Z’s characteristics, especially as it is still unfolding.

2.3 Work values and expectations at work of Gen Z

The following table summarizes examined work values and expectations of the cohort:

Work values and expectations	Cited in
strive for the purpose of their work	(Schwabel 2014; Fratričová and Kirchmayer 2018, 36)
salary is essential	(Tysiac 2017, 16; Half 2015; Schwabel 2014; Deloitte 2018, 18; Fratričová and Kirchmayer 2018, 36)
want career opportunities	(Half 2015; Schwabel 2014)
desire to work in different industries and positions, expect flexible career paths	(Tysiac 2017, 16)
want to be trusted	(Meret et al. 2018 as cited in Fratričová and Kirchmayer 2018, 30)
strive for work-life balance	(Stahl 2019; Dwivedula, Singh, and Azaran 2019, 34–35)
favor companies showing interest in them	(Fratt 2018, 32; Schroth 2019, 8)
security is important	(Fratt 2018, 32; Maloni, Hiatt, and Campbell 2019, 6; Meret et al. 2018 as cited in Fratričová and Kirchmayer 2018, 30)
seek for a good pension and benefits of healthcare, impactful work and strive for promotion	(Maloni, Hiatt, and Campbell 2019, 6)
characteristics the boss should have: positive attitudes, clear targets	(Bresman and Rao 2018, 5–6)–9
favor clear directions/instructions at work, want to be respected	(Schroth 2019, 8)
desire independency	(Fratt 2018, 32)
missing confidence, stress and concerns to fail are reasons not to take on leadership	(Bresman and Rao 2018, 28)
they appreciate work effort, are determined, self-motivated and want to lay out their future	(Schwieger and Ladwig 2018, 48)
strive for learning progress & development	(Maloni, Hiatt, and Campbell 2019, 6; Deloitte 2018; Meret et al. 2018 as cited in Fratričová and Kirchmayer 2018, 30)
flexibility	(Deloitte 2018, 18; Dwivedula, Singh, and Azaran 2019, 34–35)
festive working atmosphere and culture	(Deloitte 2018, 18)
want flexibility and charismatic leaders, reject a traditional career path	(Dwivedula, Singh, and Azaran 2019, 34–35)
desire feedback, have a positive mindset about failure	(Stahl 2019)

drivers of motivation: co-workers, enjoying work, motivational barriers: not enjoying work, atmosphere	(Fratrčová and Kirchmayer 2018, 36)
prefer face to face conversations, prefer to work in a midsize or large company	(Desjardins 2019)

2.4 Traditional vs. Modern Recruiting

Recruitment is one of the core parts of any company. It is mainly about generating a candidate pool, filtering the pool and selecting suitable candidates (Thakar 2016). Traditional recruitment methods are considered the following: announcements in local papers, office postings and temporary working agencies (Kaye and Bassmann 2013), but also contractual employment (Thakar 2016). Nowadays, recruiting shifts towards online tools to easily and quickly source candidates (Sivabalan, Yazdanifard, and Ismail 2014, 178–79). Therefore, modern recruitment commonly uses social media since it allows companies to access a vast candidate pool. Common social media platforms are, e.g., Facebook, LinkedIn, Twitter (Kaye and Bassmann 2013). Other modern recruitment channels are company websites, events, trade journals, email campaigns (Shalini 2020), job fairs and job portals (Thakar 2016).

2.5 Challenges and trends in recruiting

In the last couple of years, a change process has occurred in recruiting and it shifted to a more digital approach, called E-recruiting. Jobs are now posted via social media, the intranet, etc. E-recruiting is of high importance as it gives flexibility, allows to learn more about the candidate than just their CV's, more candidates can be reached and costs for recruiting are significantly reduced (Ritter 2010, 7–9). Other trends are to set a higher focus on the company's ethics conduct/culture, as potential candidates are willing to inform themselves about a company's reputation more than ever (Career Metis 2020). Employer branding is an increasingly important aspect of Human Resources and also a challenge. It is seen as a long-term HR strategy. Companies with a well-developed employer brand manage to retrieve a higher candidate pool, higher employee retention, increased productivity (Tanwar and Prasad 2016, 186–88) and can

lower recruiting costs (Srinivasan 2007, 37). With the job market entry of Gen Z, an employer brand is of high importance (Șupeală 2018, 1), as it portrays values and offers to candidates (Santiago 2019, 143). Especially as it is a challenge to actively recruit the new cohort, as they have diverse expectations and work values. Outcomes of employer branding are job satisfaction, psychological contract, productivity and organizational commitment (Tanwar and Prasad 2016, 189–93). To achieve and secure the competitiveness of companies, the retention of high potential is an important aspect. Capabilities of these high potentials have to be continuously developed (Posthumus, Bozer, and Santora 2016, 431). Reasons for employee turnover are dissatisfaction, money, the company and working conditions (West, Ricks, and Strachan 2019, 11). The most cited reason for turnover is dissatisfaction (Jirasakhiran and Gullatte 2005, 598). Some ideas to prevent turnover are implementing compensation programs, upskilling opportunities, mentorship, planning of the career, flexible hours at work, support systems, additional salary based on performance and stock share of options (West, Ricks, and Strachan 2019, 12). This consequently leads to a higher identification with the company, motivation and retention. HR focused on traditional fields such as payment software, performance-tracking, motivation, management of career paths, etc. Though, the world itself is evolving at a higher pace than ever. It is crucial for HR to keep improving its company's attractiveness and adjust to the new generations. Possible incentives could be shared workspaces, open spaces, green HR, activity-based working, home office regulations (Bencsik, Juhász, and Horváth-Csikós 2016, 96).

2.6 Hypotheses

Based on the literature review, eight hypotheses got established, sub-divided by the part of Gen Z's characteristics/work values (H1-H5) and the recruiting part (H6-H8). A short paragraph, derived by the literature review, introduces each hypothesis.

The cohort is connected 24/7, feel uncomfortable without technology, are digital natives, have a short attention span and social media is very important to them. Still, they prefer face to face communications.

H1 – feeling uncomfortable without technology has no negative relationship with the desire to communicate face to face.

The cohort is likely to suffer from anxiety feelings, stress and feels uncomfortable without technology. Due to Covid-19, Gen Z'ers became more financially cautious and concerned about falling behind in their professional future.

H2 – feeling uncomfortable without social media and Covid-19 has a positive relationship with anxious feelings.

The Gen Z media consumption of videos rose during Covid-19, social media is essential to them and they are not fearful of changes.

H3 – Besides other social media channels, TikTok is of importance to reach the cohort.

Gen Z'ers are not motivated as much by money (Evans 2014). They strive for work-life balance, training and development, purpose of their work, etc.

H4 – compensation is not the most favored factor when choosing a job or to be motivated.

The cohort is not afraid of changes, wants to work in different industries and has a global mindset. It is important for them to feel valued, they want purpose in their work, perceive everyone as equal, favor work-life balance and strive for security.

H5 – employer branding increases the loyalty of Gen Z'ers.

Social media is vital to Gen Z'ers and they are always connected and affected by technologies.

H6 – the importance of social media has a positive relationship with the acceptance of social media recruiting.

Gen Z'ers are very visual when communicating, creative and have a short attention span.

H7 – integrating visuals in private conversations has a positive relationship with the acceptance of more visual recruitment communication from companies.

The cohort is considered as digital natives and not fearful of changes who are looking for answers on the internet. Also, they have different expectations of the working environment, which they want to be met.

H8 – Gen Z'ers create their opinion on companies through rating platforms (Glassdoor, Kununu, etc.)

3 Methodology

3.1 Objective

The aim of the empirical study is to answer the eight hypotheses and develop best practices on how to approach Gen Z in times of Covid-19. Therefore, a survey was designed, subdivided into three parts, not including the introductory part. The first part of the survey set the focus on the behavior of the cohort towards social media. Also, Covid-19 was addressed in the first part of the survey. This way, recruiting approaches can be adjusted towards the usage of social media and anxious feelings in the analysis-part. The second part set the focus on work values and expectations of the working environment. For example, the participants were inquired about what are motivating- and attractiveness factors at work. With an understanding of distinct work values and expectations, companies can improve how they engage with the cohort. The third part focused on recruiting channels. The cohort was asked how they research information about companies, if social media channels are a suitable platform for recruiting and if they are open to alternative ways of displaying job vacancies. The survey is presented in *appendix 1*.

3.2 Quantitative approach

Qualitative and quantitative methods are subdivided for research purposes. Qualitative methods are recommendable when new research questions and topics are explored. Quantitative methods follow the aim of collecting knowledge through standardized tests, evaluation procedures and survey studies. As a methodology for this thesis, a quantitative approach is chosen in the form

of an online survey. Therefore, the underlying research design is quantitative solely. An objective measuring of numerable attributes is possible with the online survey and statistical contexts can be analyzed. The goal is to reach as many participants as possible to have a broad and reliable opinion on different sections of the survey. This way, the influence of outliers can be reduced. Also, standardized answers which ask for consent can be compared on an interval scale, which has the advantage of high comparability between variables. As participants do not know the research background, online surveys lower the reactivity, as well. Other reasons for the online survey are the following: (i) as mentioned, Gen Z members are 24/7 online, they can be easily reached through social media, they can take as much time as needed for the survey, there is no influence of an interviewer and their answers are treated anonymously; (ii) as a software, “Qualtrics“ can be used for the execution of the survey. An advantage of Qualtrics is that participants can use their smartphones to conduct the survey. This is of high importance, as the cohort is relatively young and very well connected.

3.3 Psychometric characteristics

The quality criteria of a survey are reliability, objectivity and validity. Reliability is given when a repeated study, under comparable conditions, provides similar outcomes. Therefore, it is desirable to exclude as many twisting factors as possible. For this reason, the order of every multiple-choice answer was randomized in the survey. Also, participants’ mood can influence the survey, so a bar was implemented at the top to show the completed survey percentage. Furthermore, the participants were capable of stopping and continuing the survey during data collection. This study is conducted during the time of a pandemic and members of Gen Z are still maturing. Hence opinions on specific questions can change relatively quickly. Moreover, this thesis is based on a cross-sectional study, as it is conducted one-time and there are no similar oriented studies yet. Therefore, the outcome of this study may not be entirely comparable in the future. Objectivity means that people who conduct the survey interpret and

similarly evaluate the questions. Hence, objectivity is valid for the approach, as the investigator did not influence the survey and a pretest was conducted. The test situation was also the same for everyone, as the survey was carried out online, provided that no distractions occurred. Validity indicates if the actual procedures measure what is supposed to be measured. For this study, the survey reliability coefficients will not be assessed for the relational hypothesis because the number of items per topic are included in one question. This is due to the scope of the thesis and the complexity of the topic. Moreover, there are no valid published surveys for this topic.

3.4 Elaboration of the survey

The conception of the survey is subdivided into three parts, not including the introductory part. In the beginning, a small paragraph introduced the survey to inform the participant about the study's goal. Overall, 18 questions were asked. The survey was constructed in English. Pictures were included between sections, as Gen Z'ers seem to be very visual when communicating and have a short attention span. This way, variety was included. Standardized questions that asked for consent could be answered on a Likert scale from 1-5. Due to this, comparability was created for the discussion part. As an incentive to participate in the survey, one amazon voucher (worth 20€) will be raffled for candidates who provide their e-mail address (voluntary). Mainly, Gen Z'ers between 1995-2000 were targeted, as it is assumed that they have more clear expectations towards the working environment.

3.5 Survey frame data

Before publishing the survey, a pretest was conducted with five candidates. Every pretest-candidate belonged to Generation Z and was born between 1995 and 2000. With the pretest, helpful insights were collected, e.g., if the survey is easy to comprehend, if similar questions have a similar meaning, if the survey follows a logical structure, which language is best to use to address the cohort, how to write survey-questions in a more precise way, etc. According to the candidates, the completion time of about 7 minutes was a reasonable time for a master's

survey. The survey was conducted from 04.11.2020 until 14.11.2020. Primarily, respondents were contacted via social media (WhatsApp, Instagram, Facebook) and mouth-to-mouth. This way, the survey could also be distributed in channels or bigger groups, to reach a higher number of people. Some respondents also shared the survey with friends, fellow students and colleagues. Overall, 180 individuals answered the survey. For the sake of meeting the definition of Generation Z, respondents born before the age of 1995 had to be filtered. This way, 176 participants remained. 20 people had not fully completed the survey. After the cleansing of the respondents, the final quantitative sample of N 156 remains.

4 Research Findings

4.1 Characteristics of the data

All in all, 94 females (60.26%) and 62 males (39.74%) have completed the survey (*appendix 2*). Mostly, the participants were born between the year 1995 (35), 1996 (29), 1997 (22), 1998 (26) and 1999 (20) and 2000 (15) (*appendix 3*). About 41% are currently master students, 31% bachelor students, 14.8% are employed, 4.5% students at school, 3.8% in their gap year, 2.6% apprentices and 1.9% belong to the category others (*appendix 4*). 35.9% specify the school graduation as their highest degree, 39.1% the bachelor degree, 8.3% an apprenticeship and 16% the master's degree (*appendix 5*). Country wise, the respondents live in 14 different countries, while Germany (59.6%) and Portugal (26.28%) account for 86% (*appendix 6*).

4.2 Results

Before computing the regressions, the five classical assumptions of *Gauß-Markov* were checked to obtain unbiased approximates (appendices 7-10). If the premise of the normal distribution is violated, it is assumed that the central limit theorem applies (Harmening 2019). 156 is considered a large sample. The significance level is $p < 0.05$.

Hypothesis 1: H1₀ states that feeling uncomfortable without social media has a negative relationship on the desire to communicate face to face. The following table summarizes the regression results:

Table 1 – Regression resultsDependent variable: face to face communicationIndependent variable: feeling uncomfortable without technology

N	Pearson Correlation/R	R ²	SE of the estimate	Significance	Regression coefficient B	Coefficient SE
156	-0,148	0,022	0,827	0,066	-0,101	0,055

Source: Own representation based on SPSS

R has a negative value of -0,148, while the level of significance level of 0,05 is exceeded. Furthermore, the standard error of the estimate is 0,827. Based on this data, H1₀ cannot be rejected as feeling uncomfortable without social media has a negative and non-significant relationship on the desire to communicate face to face.

Hypothesis 2: H2₀ states that Covid-19 and feeling uncomfortable without social media have no or a negative relationship with feelings of anxiety. The following table shows the correlation- and regression results:

Table 2 – Regression resultsDependent variable: anxiety feelings
Independent variable: (1) feeling uncomfortable without social media (2) isolated during Covid-19
 (3) concerns about professional future because of Covid-19

N	Independent variable	Pearson correlation	Significance	Regression coefficient B	Coefficient SE
156	(1)	0,197	0,013	0,132	0,093
156	(2)	0,336	<0,001	0,291	0,001
156	(3)	0,278	<0,001	0,230	0,001

N	R	R ²	Adjusted R ²	SE of the estimate	Significance
156	0,442	0,196	0,18	1,159	< 0,001

Source: Own representation based on SPSS

Every independent variable has a positive *Pearson* correlation with the dependent variable. R is 0,442, while adjusted R² is 0,18. The significance level is below 0,05 and the standard error of the estimate is 1,159. Analyzing this data, H2₀ can be rejected as Covid-19 and feeling uncomfortable without social media have a positive and significant relationship on anxiety feelings.

Hypothesis 3: The third hypothesis states that TikTok is of high importance to reach the cohort among other social media platforms. WhatsApp is used by 96.8% of the participants, followed by Instagram (92.3%), YouTube (65.4%), LinkedIn (48.1%) and Snapchat (35.3%) (*appendix 12*). TikTok occupies place seven amongst the most used social media platforms with 20.5%. Based on these figures, six social media platforms seem to be more promising than TikTok to reach Gen Z'ers, which is why hypothesis 3 has to be rejected.

Hypothesis 4: The hypothesis expresses that money isn't the most important factor when choosing a job or to be motivated at work. Therefore, motivating factors at work (*appendix 13*) and attractiveness factors when choosing employers (*appendix 14*) were examined in the survey. Participants were able to choose as many as three items for each question. Amongst the motivational factors at work, salary (27%) places at position six (shared with "career opportunities"). Feeling valued (39%), work-life balance (35%), the purpose of the job (34%) and the company's culture (33%) are more important for the cohort. Being asked about what makes employers attractive, the item salary is placed at position two (40%). The top five attractiveness factors are work-life balance (44%), pay (40%), career opportunities (36%), colleagues (33%) and company culture/training and development (both 26%). Taking both answers into account, salary isn't the most important factor but still ranks high among other items. Therefore, hypothesis 4 can be confirmed.

Hypothesis 5: H5 states that employer branding increases the loyalty of Gen Z'ers. 93.6% of the cohort believes that a reasonable employer brand increases loyalty to a company. The mean is 4.49 with a standard deviation of 0.657 and a range of 2 to 5. Based on these descriptive statistics, hypothesis 5 can be confirmed.

Hypothesis 6: H6₀ expresses that the importance of social media has no or a negative relationship with the acceptance of social media recruiting. The following table provides the results:

Table 3 – Regression results

Dependent variable: acceptance of social media recruiting

Independent variable: importance of social media

N	Pearson Correlation/R	R ²	SE of the estimate	Significance	Regression coefficient B	Coefficient SE
156	0,189	0,036	1,23	0,018	0,246	0,103

Source: Own representation based on SPSS

R is 0,189, R² 0,036 and the significance value below 0,05. The standard error of the estimate is 1,23. Based on the data, H₆₀ can be rejected as valuing social media as important has a positive relationship on the acceptance of social media recruiting. For companies, it is important to know which channels are suitable for social media recruiting. When being asked to name the three most relevant social media platforms for social media recruiting, Gen Z'ers listed Instagram (60.3%), Facebook (42.9%) and YouTube (26.3%) (*appendix 15*).

Hypothesis 7: H₇₀ states that integrating visuals in private conversations has no or a negative relationship on accepting more visual communications from companies.

Table 4 – Regression results

Dependent variable: acceptance of a visual communication from companies

Independent variable: usage of visuals in private communications

N	Pearson Correlation/R	R ²	SE of the estimate	Significance	Regression coefficient B	Coefficient SE
156	0,232	0,054	1,144	0,004	0,28	0,095

Source: Own representation based on SPSS

For hypothesis seven R is 0,232, R² 0,054 and the significance (0,004) below the significance level. The standard error of the estimate is 1,144. Examining the data, H₇₀ can be rejected as using visuals in private conversation has a positive influence on the acceptance of more visual communications.

Hypothesis 8: The eighth hypothesis states that companies should be active on rating platforms, as the cohort are digital natives who are looking for answers on the internet. As rating platforms combine both information about companies and list open job vacancies, two questions had to be answered by the cohort; (1) Where do they look for job vacancies? (*appendix 16*) (2) Which channels are important for companies to be represented on? (*appendix 17*). From the perspective of the cohort, companies should be active on LinkedIn (81%), Instagram (60%),

rating platforms (46%), Xing (31%) and Facebook (30%). When looking for vacancies, Gen Z'ers use the company's website (63%), LinkedIn (62%), job portals (54%), contacts (29%), search engines (22%) and rating platforms (13%). Other data retrieved from the survey is that 99% of the cohort uses their phone to find information on the internet, 88% their laptop, 31% their tablet and 15% their computer (appendix 18). From this information, it can be examined that rating platforms are important for companies. Hence hypothesis 8 can be confirmed.

4.3 Discussion

H1₀ could not be rejected, as the two variables feeling uncomfortable without technology (mean 3.28) and the desire to communicate face to face (mean 4.1) have a negative non-significant relationship. Investigating the standard deviation and range of both variables, 72.4% of the cohort wants to communicate face to face. This exceeds studies from 2012, where 57% of Gen Z'ers favored it to communicate rather digitally (Thompson 2012) and 2014 where 66% favored to communicate in person (Northeastern University 2014). 49.4% feel uncomfortable without technology. Even though the hypothesis was rejected, the cohort wants to communicate in person. This is an important insight for companies to capture, especially during Covid-19, where most communication occurs online. When recruiting, companies should try to arrange in-person meetings. This can also be done after employees/high potentials were successfully hired. The meetings do not have to take place at the working place necessarily. H2₀ was rejected as Covid-19 and feeling uncomfortable without social media have a significant positive relationship on feeling anxious. 39.7% of Gen Z'ers sometimes feel anxious in life (mean 2.92), 49.4% feel uncomfortable without technology (mean 3.28), 35.3% feel isolated during Covid-19 (mean 2.77) and 48.1% have concerns regarding their professional future because of corona (mean 3.1). Those numbers are alarming and have to be taken into account when companies approach Gen Z'ers. More planning and resources should be put into the health education/measures and young employees' well-being. Possible solutions to counteract those

feelings and concerns can be e.g., trainings, shaping the workplace like open spaces, adjusted onboarding measures, compensation programs, flexible working hours and mentorships. Mentorships do not only help the candidates thrive in an organization, but also give employers insights from candidates' viewpoints. Moreover, the cohort desires continuous feedback (Stahl 2019), which expectations can be met with mentors. As confirmed in the literature (Schroth 2019, 5), the onboarding process of Gen Z'ers became more important, especially in times where uncertainty and thoughts of anxiety are present. In another survey, 90% of executives say that retention of new hires is an issue (Kurschner 2017) (not explicitly related to Gen Z'ers). Therefore, the whole onboarding process has to be planned carefully. It should introduce the company's environment, the core values, benefits and development opportunities. Hypothesis 3 that TikTok is of importance to reach the cohort was not confirmed. Generation Z's most used social media platforms are WhatsApp, Instagram, YouTube, LinkedIn and Snapchat. This result was surprising as Gen Z'ers are open-minded about technologies (mean 4.37), the consumption of videos clearly rose during Covid-19 and they show a high affinity towards TikTok (Muliadi 2020). At this point, it is important to keep in mind that most survey participants were born between 1995 and 2000. As the definition of Gen Z'ers can be stretched until 2010, TikTok might be more common amongst the younger ones, which cannot be confirmed with this thesis. Based on these insights, WhatsApp, Instagram and YouTube seem to be promising for an intensified focus for the company communication, both regarding marketing messages, and recruiting activities. LinkedIn is important as well, as it already is an established professional social media platform. Another aspect in the future might be if Gen Z'ers will stay loyal to certain platforms, as they are open-minded. Therefore, companies have to carefully plan on which platforms they want to be active and screen new social media platforms. Hypothesis 4 revealed that money is not the most favored factor when choosing a job or being motivated. Feeling valued (39%), work-life balance (35%), the purpose of the job (34%), the company

culture (33%), career opportunities (27%) and salary (27%) are the most important motivating factors at work. When being asked about employer attractiveness factors, work-life balance (44%), salary (40%), career opportunities (36%), colleagues (33%), company culture/training (26%) and development opportunities (26%) were named. Many work values identified in the literature review can be confirmed, such as that salary is not the biggest driver for being motivated (e.g. possibly higher economic well-being than other generations (Fry and Parker 2018)) and that the cohort wants to be cared for as individuals. Now, these factors have been bundled and allocated to motivating and attractiveness factors. Companies can use these insights to separate how to attract high potentials and how to keep high potentials. When designing job postings or communication measures, it is beneficial to include messages which show that the companies care for the mentioned attractiveness factors. Once employees are hired, the onboarding process should create the feeling that the identified motivating factors are proactively met and that new hires can thrive in the working environment. This will lead to a well-developed employer brand and consequently to higher retention of employees and high potentials. Especially, as hypothesis 5 confirms that employer branding increases the loyalty of Gen Z'ers. More precisely, 93.6% of the participants believe that rigorous employer branding increases loyalty for a company. This goes along with the literature review's learnings, that a good employer brand can lead to higher retention, a higher candidate pool and higher job satisfaction (Tanwar and Prasad 2016, 186–88). As identified, Gen Z'ers strive for purpose, to feel valued and work-life balance. Therefore, efforts and resources being put into employer branding might emphasize those factors. Considering that 85.3% of the cohort believes that they will work for different companies and may not look for long-term employment, a well-developed employer brand might counteract this belief. Of course, it has to be kept in mind that the pandemic is still unfolding and answers can quickly deviate in the future. Hypothesis 6 confirmed a significant positive relationship between social media's importance (mean 3.87)

on the acceptance of social media recruiting (mean 3.1). For 75.6% of the participants, social media is very important, while 43.6% like the idea of finding job descriptions on social media. Considering that almost 50% of the Gen Z'er like the idea of social media recruiting and that social media is very important to them, a company's opportunity is created. The literature indicates that companies who use social media recruiting are more likely to succeed when recruiting Gen Z'ers (Wozniak, 2016 cited in Dwivedula, Singh, and Azaran 2019, 34). Being asked which social media channels the cohort accepts for recruiting purposes (LinkedIn was excluded, as it already is an established network for professionals), Instagram (60.3%), Facebook (42.9%) and YouTube (26.3%) were mentioned. The survey revealed that the most used social media platforms are WhatsApp, Instagram, YouTube, LinkedIn, Snapchat and Facebook. Following these activity analyses, companies may have the biggest success to focus on Instagram and YouTube, as Facebook is not used a lot by this Generation. Also, social media becomes more and more ubiquitous in children's lives, which might lead to an even higher acceptance of social media recruiting. As mentioned before, the development of TikTok has to be closely monitored. Hypothesis 7 implies that the usage of visual communication amongst friends (mean 4.28) has a significant and positive relationship on the acceptance of visual communication by companies (mean 3.14). 83.3% regularly integrate visuals, which confirms a study in the literature review (Dupont 2015). 46.2% of the cohort like the idea of companies integrating more visual communication. For companies it is interesting to see that this creates opportunities to design their messages, both regarding public relations and recruiting efforts. As 40.4% of the participants consider their attention short, visual communication is a good way to catch their attention. Suitable platforms on where to implement more visual communication have been named before. Visual communication may find even more acceptance in the future as social media becomes more omnipresent in today's life. Hypothesis 8 implies that the management of rating platforms is important for companies, as the cohort uses them to gather

information on companies. However, other channels are more frequently used to obtain information on open job vacancies. Among other things, Generation Z retrieves information on companies through LinkedIn, Instagram, rating platforms, Xing and Facebook (participants could not select the company website). Conventional channels such as newspapers/newsletters or television place at the lower range. This matches the identified cohort's attributes as they look for answers on the internet, are always online and connected 24/7. For the research on open job vacancies, they make use of the company's website (63%), LinkedIn (62%), job portals (54%), contacts (29%), search engines (22%), and rating platforms (13%), which therefore have to be kept up to date. Again, conventional channels such as open-door days are neglected. As identified, the cohort has many different perceptions of the working environment, which they want to be met. With proactive management of platforms like Kununu and Glassdoor, employers can convey messages and insights about the company from the perspective of (former) employees, interns, or candidates. As knowledge was built upon, Gen Z'ers are willing to look for information on companies. Therefore, the management of rating platforms must be well planned, as negative ratings can come with a negative reputation. Still, companies can build on negative ratings and consequently adjust the recruiting process, as anonymous opinions can suggest measures for improvements. As 99% of the cohort uses their phone, every measure has to be compatible with mobile devices.

4.4 Best practices on how to approach Gen Z

Building on the insights from the results and the discussion, the author has created a preliminary roadmap on how companies can approach Gen Z'ers, based on a common framework. In marketing, the AIDA (Attention, Interest, Desire, Action) model is built upon the customer's perception (Hadiyati 2016, 51). For this thesis, AIDA represents the different stages a candidate runs through before joining a company. Though, the framework cannot be transferred to the

stage when a candidate is hired. Therefore, it is expanded to AIDAR (Attention, Interest, Desire, Action, Retention) and restructured to be applied to this thesis purpose.

Table 5 – AIDAR framework - *modified*

AIDAR	Created by
Attention	<ul style="list-style-type: none"> • Identified target groups and channels (most used channels are online, while traditional channels are neglected) • WhatsApp, Instagram, YouTube, LinkedIn/Xing and Facebook are suitable channels to develop the employer brand further and to generate attention e.g., WhatsApp is of help to directly lead dialogues with candidates, Instagram/Facebook to show pictures and impressions, YouTube to use videos to represent e.g., the company culture, LinkedIn/Xing/Facebook for the creation of a company website and to connect with candidates • A well-executed strategy of employer branding as it generates greater attention and consequently a higher candidate pool • Business networks (LinkedIn, Xing), as they allow a direct way of interaction, networking and creating attention
Interest	<ul style="list-style-type: none"> • Visual company-campaigns that incorporate employer attractiveness factors (e.g., work-life balance, salary, career opportunities, company culture) and show that the companies care for the employees as individuals Topics such as environmental efforts of companies should be incorporated as well • Networking, as it enables to answer individual questions of candidates and enhance their interest • Business networks (LinkedIn, Xing), as they allow a direct way of interaction
Desire	<ul style="list-style-type: none"> • Continuous updated online channels, such as LinkedIn, Instagram, rating platforms, Xing and Facebook • Visual campaigns • Management of rating platforms (Glassdoor, Kununu), as they provide candidates with different perspectives • Proactive engagement with users who give feedback on online platforms, and hence also work on the reputation of a company online
Action	<ul style="list-style-type: none"> • Job vacancies which purposefully address individuals with a short and precise description, while visuals and employer attractiveness factors are incorporated • Vacancies that are compatible with the smartphone • In-person meetings with candidates as they want to communicate face to face, even in times of Covid-19 (can also take place after being hired) • Gen Z'ers look for open vacancies on the company's website, LinkedIn, job portals, contacts and search engines → company have to make sure that those channels are updated with new vacancies

	<ul style="list-style-type: none"> • Executed social media recruiting on chosen channels such as LinkedIn, WhatsApp, Instagram, Facebook and YouTube
Retention	<ul style="list-style-type: none"> • Through continuous employer branding loyalty is increased • Carefully planned onboarding process, which introduces core values, motivational factors (e.g., feeling valued, work-life balance, the purpose of the job, colleagues), benefits and development opportunities. Especially as new hires are a retention problem • Onboarding becomes even more essential in times of corona as uncertainty and anxiety are present • Training, health education, shaping of the workplace such as open space, compensation programs, flexible working hours, more extended onboarding etc. → feelings of anxiety are present amongst many Gen Z'ers in times of Covid-19. Therefore, mental health measures have to be undertaken • Mentorships to provide Gen Z'ers with guidance but also allow the companies to adjust the recruiting process from the feedback of employees

Source: Own representation and modification after Hadiyati 2016, 51

4.5 Limitations and future research

This thesis is affected by several limitations. As this is a cross-sectional study, there are limitations with the internal consistency and causality between variables cannot be inferred. Reliability coefficients were not calculated, as the number of items for each hypothesis sometimes was one question and due to the width and the scope of the thesis. Therefore, regression results have to be seen as tentative for now. Also, no valid published surveys exist for this topic yet. Longitudinal studies will be of need to further elaborate and explain the robustness of the approach. Gen Z'ers are considered to be born between 1995-2010. As they are still maturing, opinions might change. The average participant of this study is born around 1997 and a majority of them are in their master- and bachelor studies. It cannot be excluded that younger members would have answered slightly differently. Specific milieu's and social classes were not defined per surveyee, which can cause shifts when the questionnaire is conducted again in different environments. Also, there might be different perceptions per country, as mainly Portuguese and Germans have answered the survey. This study is conducted in an environment of a pandemic that is still unfolding. Therefore, perceptions and answers might change and results cannot be seen as static. The limitations and empirical results of this

thesis provide ideas for future research. Further studies can dig deeper into different sub-topics of this thesis, such as anxiety, social media usage, communication behavior, to show internal consistency and causality between variables further. It would also be interesting to conduct a similar study with different generations and compare results, or further analyze which social elements influence the cohort's attitudes. Qualitative studies are another way to grasp better attitudes/opinions and design other approaches on how to address the generation.

5 Conclusion

The thesis identified important aspects of Generation Z's perception of the working environment. Furthermore, distinct values of the cohort were pointed out, which are shaped by digital advancement and technology. Organizations have to be well connected to recruit young potentials. They should carefully formulate strategies for their channels online, build on their employer brand through communication and integrate motivational and attractiveness factors. In addition, companies should provide information on social media and rating platforms, make use of social media recruiting and counteract possible mental health issues. Doing this, traits and needs of the Gen Z have to be kept in mind. The research question "What are best practices for companies to approach Generation Z" was answered with the thesis. An approach was designed to engage with Gen Z, considering the different stages a candidate runs through. These insights can be implemented in the recruiting process. While considering the cohort's insights, companies will have a higher chance of identifying, hiring and retaining suitable and qualified candidates. They can also alleviate possible difficulties with the next generation. As mentioned, the current environment is changing quickly and Gen Z'ers are still maturing. Also, the war of talents is not as competitive due to Covid-19. This might quickly change as soon as the pandemic settles. Therefore, continuous research has to be conducted on Generation Z to be fully prepared for their fears, needs and thoughts. To be competitive in the long run, it will be crucial for companies' future success to hire and retain qualified Gen Z'ers.

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7 Appendices

Appendix 1

Online Survey:

Introductory part

In which year are you born?

Your Gender

	Diverse	Female	Male
Which gender are you?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

In which country do you currently reside?

I am currently __.

Highest degree

	School graduation	Apprenticeship	Bachelor	Master	PHD
What is your highest degree?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



1st part

	No	Rather No	Neutral	Rather Yes	Yes
Is social media very important to you?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Do you regularly integrate visuals (e.g. memes, gifs, emojis, videos) in the communication with your friends?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Would you tend to feel uncomfortable when you are not having access to social media for a certain amount of time?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Do you think that the daily consumption of social media causes insecurity amongst Gen Z'ers?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Do you consider your attention span as short?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Are you open-minded about changing environments (new technologies, new employers, friends etc.)?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Do you tend to sometimes feel anxious/depressed in your life?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Communication

	Digitally	Rather digitally	Balanced	Rather face to face	Face to face
Do you favor to communicate rather face to face or digitally (e.g. messaging on social media, calls, video calls, audios)?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Which social media platform do you use on a regular base? (you can choose as many as applicable)

Twitter
Instagram
LinkedIn
Telegram
Whatsapp
Pinterest
Xing
Tik Tok
Facebook
Snapchat
Facebook Messenger
Youtube
None of these
Others
<input type="text"/>

Which electronic devices do you use on a regular base to find information on the internet? **(you can choose as many as applicable)**

Tablet
Desktop computer
Phone
Laptop
Smartwatch
Others
<input type="text"/>
None of these

Covid-19

	No	Rather No	Neutral	Rather yes	Yes
Did you feel isolated during the pandemic?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Did Covid-19 cause concerns about your professional future (e.g. getting a job, keeping the job, university etc.)?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



2nd part



Employer branding

	No	Rather No	Neutral	Rather Yes	Yes
Do you think that you will be working for multiple employers in your career?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Does a good employer brand (defines the company image, the place to work in general, fairness at work, fair salary, community efforts etc.) increases your loyalty for a company?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

What makes an employer attractive to you? (please choose up to three)

Flexible Working Time Model (Home Office, Office)

Colleagues

Company culture

Employer image

Job security

Salary

Career opportunities

Mentorship

Chances to work abroad

Office Location

Benefits (such as health care, stock investments, high pension, mental health support, etc.)

Work-life balance

Training & Development

None of these

Others

What are the most important/motivating factors for you at work? **(please choose up to three)**

Charismatic leaders

Purpose of the job

Independent working

Possibility for upskilling

Working with colleagues/ making new contacts

Working environment/Company culture

Salary

Mentorship

Work-life balance

Career opportunities

Prestige

Varied working tasks

Flexible working time

Feeling valued/trusted

Others

None of these

I haven't worked yet



3rd part



Job descriptions

	No	Rather No	Neutral	Rather yes	Yes
Do you like the idea of companies integrating items such as gifs, emojis, memes or videos in their communication or for open vacancies?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Do you like the idea of finding job-vacancies on social media platforms (Instagram, Tiktok, Twitter, Snapchat, etc.)?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

What are your favorite places to look for job vacancies ? **(please choose up to three)**

Open door days

Other Social Media Platforms (Facebook, Instagram, Twitters etc.)

Job portals

Through "cold" applications

Temporary working agencies

LinkedIn

Company website

Newspaper/Newsletter

Rating Platforms (Glassdoor, Kununu)

Contacts

Xing

Search Engines

Others

None of these

I haven't looked for jobs yet

Which social media platforms do you think are the most suitable to recruit on from the one's below? **(please choose up to three)**

Twitter

Tik Tok

Youtube

Instagram

Facebook

Snapchat

None of these

Which channels are important for companies to be active on (except the company website)? **(please choose as many as applicable)**

Facebook

LinkedIn

TV

Snapchat

Xing

regular send E-Mail's

Temporary working agencies

Rating platforms such as Glassdoor, Kununu etc.

Newsletters/Newspapers

Youtube

Tik Tok

Instagram

Twitter

None of these

Others

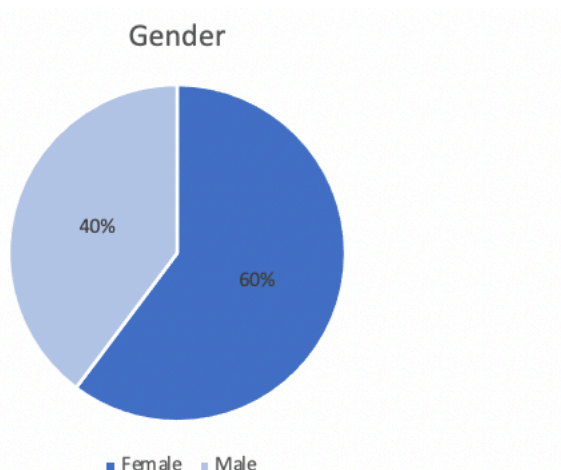


Thank you for your participation! Your answers will help to come up with best practices for companies on how to engage with us.
Please type in your e-mail address to be obligable to win the 20€ amazon voucher (this is not mandatory).



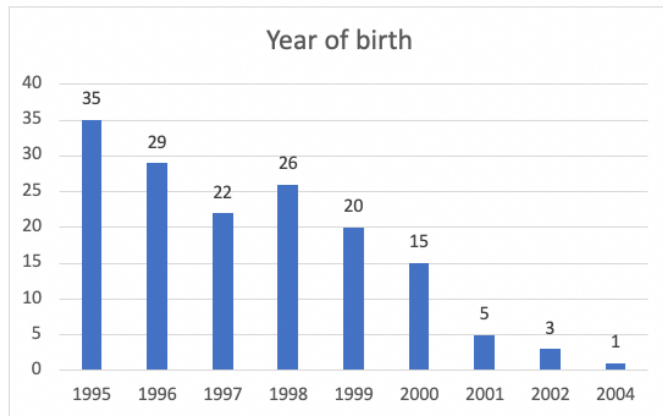
Appendix 2

Gender- distribution



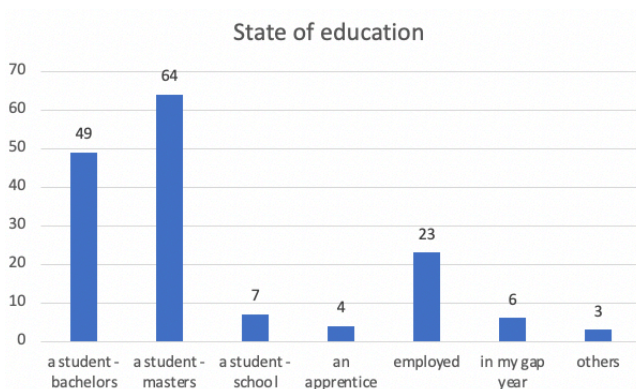
Appendix 3

Year of birth



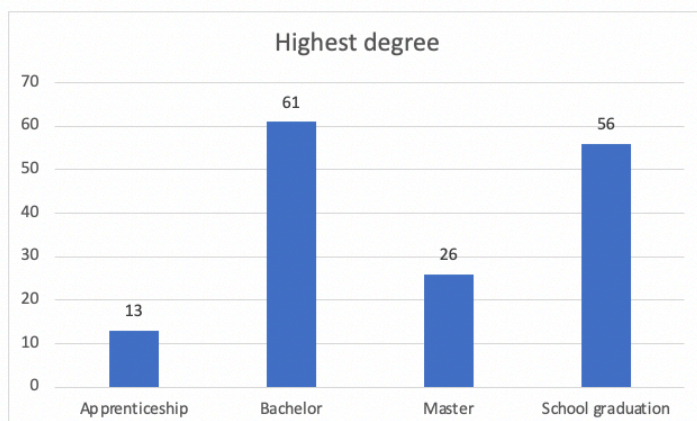
Appendix 4

State of education



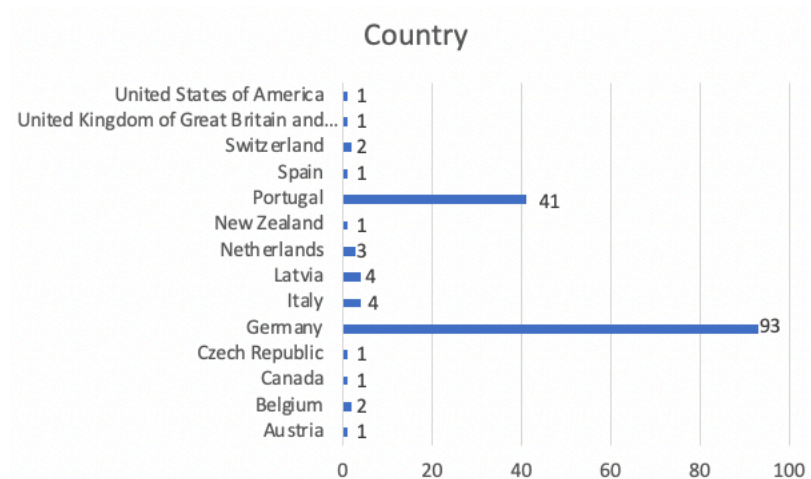
Appendix 5

Highest degree



Appendix 6

Country the participant lives in:



Appendix 7

Gauß-Markov classical assumptions Hypothesis 1:

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,148 ^a	,022	,016	,827	2,388

a. Predictors: (Constant), 1st part – Would you tend to feel uncomfortable when you are not having access to social media for a certain amount of time?

b. Dependent Variable: Communication – Do you favor to communicate rather face to face or digitally (e.g. messaging on social media, calls, video calls, audios)?

Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Unstandardized Residual	,178	156	<,001	,901	156	<,001
Standardized Residual	,178	156	<,001	,901	156	<,001

a. Lilliefors Significance Correction

Appendix 8

Gauß Markov Assumptions Hypothesis 2:

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,442 ^a	,196	,180	1,159	1,783

a. Predictors: (Constant), Covid-19 – Did Covid-19 cause concerns about your professional future (e.g. getting a job, keeping the job, university etc.)?, Covid-19 – Did you feel isolated during the pandemic?, 1st part – Would you tend to feel uncomfortable when you are not having access to social media for a certain amount of time?

b. Dependent Variable: 1st part – Do you tend to sometimes feel anxious/depressed in your life?

Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Unstandardized Residual	,070	156	,058	,983	156	,051
Standardized Residual	,070	156	,058	,983	156	,051

a. Lilliefors Significance Correction

Appendix 9

Gauß Markov Assumptions Hypothesis 6:

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,189 ^a	,036	,029	1,230	1,966

a. Predictors: (Constant), 1st part – Is social media very important to you?

b. Dependent Variable: Job descriptions – Do you like the idea of finding job-vacancies on social media platforms (Instagram, Tiktok, Twitter, Snapchat, etc.)?

Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Unstandardized Residual	,133	156	<,001	,957	156	<,001
Standardized Residual	,133	156	<,001	,957	156	<,001

a. Lilliefors Significance Correction

Appendix 10

Gauß Markov Assumptions Hypothesis 7:

Tests auf Normalverteilung

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistik	df	Signifikanz	Statistik	df	Signifikanz
Unstandardized Residual	,177	156	<,001	,915	156	<,001
Standardized Residual	,177	156	<,001	,915	156	<,001

a. Signifikanzkorrektur nach Lilliefors

Modellzusammenfassung^b

Modell	R	R-Quadrat	Korrigiertes R-Quadrat	Standardfehler des Schätzers	Durbin-Watson-Statistik
1	,033 ^a	,001	-,005	1,252	2,051

a. Einflußvariablen : (Konstante), 1st part – Do you regularly integrate visuals (e.g. memes, gifs, emojis, videos) in the communication with your friends?

b. Abhängige Variable: Job descriptions – Do you like the idea of finding job-vacancies on social media platforms (Instagram, Tiktok, Twitter, Snapchat, etc.)?

Appendix 11

Regression results from SPSS

Hypothesis 1:

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,148 ^a	,022	,016	,827	2,388

a. Predictors: (Constant), 1st part – Would you tend to feel uncomfortable when you are not having access to social media for a certain amount of time?

b. Dependent Variable: Communication – Do you favor to communicate rather face to face or digitally (e.g. messaging on social media, calls, video calls, audios)?

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2,351	1	2,351	3,441	,066 ^b
	Residual	105,207	154	,683		
	Total	107,558	155			

a. Dependent Variable: Communication – Do you favor to communicate rather face to face or digitally (e.g. messaging on social media, calls, video calls, audios)?

b. Predictors: (Constant), 1st part – Would you tend to feel uncomfortable when you are not having access to social media for a certain amount of time?

Coefficients^a

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	4,428	,191		23,200	<,001
	1st part – Would you tend to feel uncomfortable when you are not having access to social media for a certain amount of time?	–,101	,055	–,148	–1,855	,066

a. Dependent Variable: Communication – Do you favor to communicate rather face to face or digitally (e.g. messaging on social media, calls, video calls, audios)?

Hypothesis 2:

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,442 ^a	,196	,180	1,159

a. Predictors: (Constant), Covid-19 – Did Covid-19 cause concerns about your professional future (e.g. getting a job, keeping the job, university etc.)?, Covid-19 – Did you feel isolated during the pandemic?, 1st part – Would you tend to feel uncomfortable when you are not having access to social media for a certain amount of time?

b. Dependent Variable: 1st part – Do you tend to sometimes feel anxious/depressed in your life?

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	49,643	3	16,548	12,313	<,001 ^b
	Residual	204,274	152	1,344		
	Total	253,917	155			

a. Dependent Variable: 1st part – Do you tend to sometimes feel anxious/depressed in your life?

b. Predictors: (Constant), Covid-19 – Did Covid-19 cause concerns about your professional future (e.g. getting a job, keeping the job, university etc.)?, Covid-19 – Did you feel isolated during the pandemic?, 1st part – Would you tend to feel uncomfortable when you are not having access to social media for a certain amount of time?

Coefficients^a

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.	95,0% Confidence Interval for B	
							Lower Bound	Upper Bound
1	(Constant)	,966	,358		2,702	,008	,260	1,673
	1st part – Would you tend to feel uncomfortable when you are not having access to social media for a certain amount of time?	,132	,078	,125	1,693	,093	–,022	,286
	Covid-19 – Did you feel isolated during the pandemic?	,291	,072	,300	4,048	<,001	,149	,433
	Covid-19 – Did Covid-19 cause concerns about your professional future (e.g. getting a job, keeping the job, university etc.)?	,230	,067	,252	3,445	<,001	,098	,362

a. Dependent Variable: 1st part – Do you tend to sometimes feel anxious/depressed in your life?

Hypothesis 6:

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,189 ^a	,036	,029	1,230

- a. Predictors: (Constant), 1st part – Is social media very important to you?
- b. Dependent Variable: Job descriptions – Do you like the idea of finding job-vacancies on social media platforms (Instagram, Tiktok, Twitter, Snapchat, etc.)?

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8,626	1	8,626	5,703	,018 ^b
	Residual	232,932	154	1,513		
	Total	241,558	155			

- a. Dependent Variable: Job descriptions – Do you like the idea of finding job-vacancies on social media platforms (Instagram, Tiktok, Twitter, Snapchat, etc.)?
- b. Predictors: (Constant), 1st part – Is social media very important to you?

Coefficients^a

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	2,144	,411		5,221	<,001
	1st part – Is social media very important to you?	,246	,103	,189	2,388	,018

- a. Dependent Variable: Job descriptions – Do you like the idea of finding job-vacancies on social media platforms (Instagram, Tiktok, Twitter, Snapchat, etc.)?

Hypothesis 7:

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,232 ^a	,054	,048	1,144

- a. Predictors: (Constant), 1st part – Do you regularly integrate visuals (e.g. memes, gifs, emojis, videos) in the communication with your friends?

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11,431	1	11,431	8,738	,004 ^b
	Residual	201,467	154	1,308		
	Total	212,897	155			

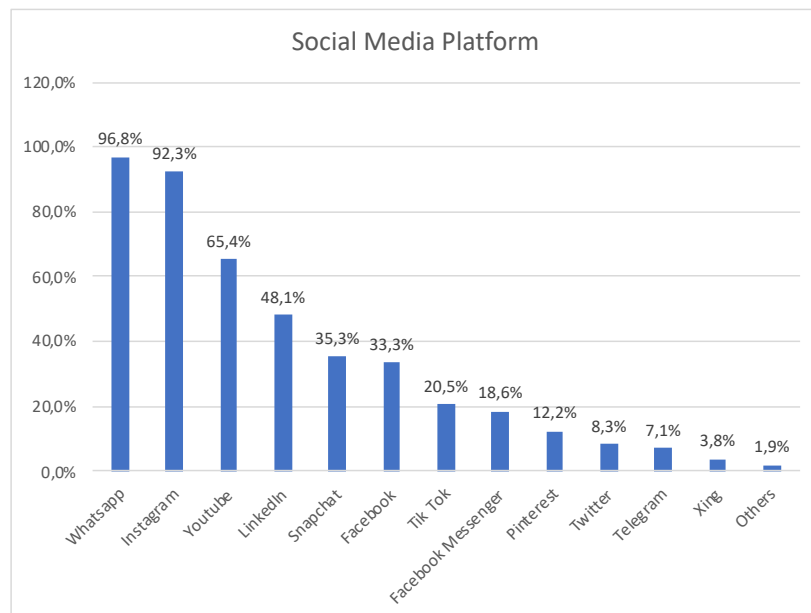
- a. Dependent Variable: Job descriptions – Do you like the idea of companies integrating items such as gifs, emojis, memes or videos in their communication or for open vacancies?
- b. Predictors: (Constant), 1st part – Do you regularly integrate visuals (e.g. memes, gifs, emojis, videos) in the communication with your friends?

Coefficients ^a						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	1,941	,416		4,665	<,001
	1st part – Do you regularly integrate visuals (e.g. memes, gifs, emojis, videos) in the communication with your friends?	,280	,095	,232	2,956	,004

a. Dependent Variable: Job descriptions – Do you like the idea of companies integrating items such as gifs, emojis, memes or videos in their communication or for open vacancies?

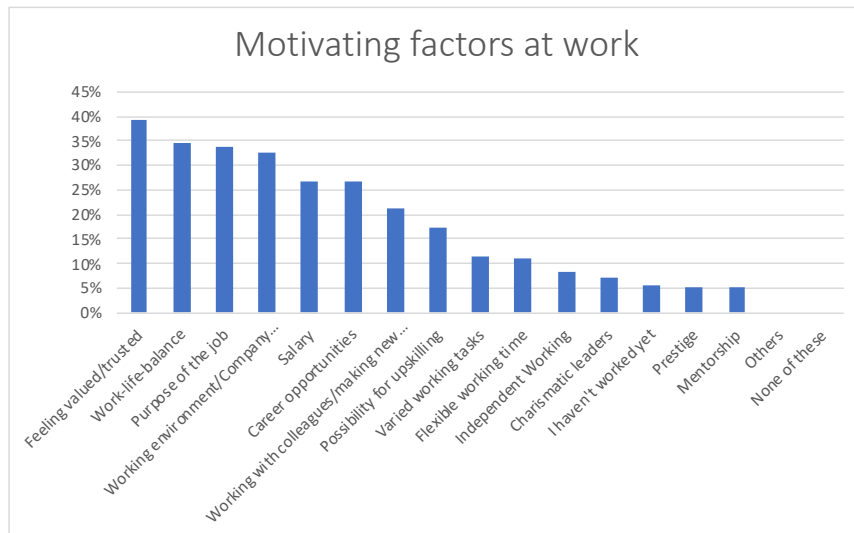
Appendix 12

Most used social media platforms



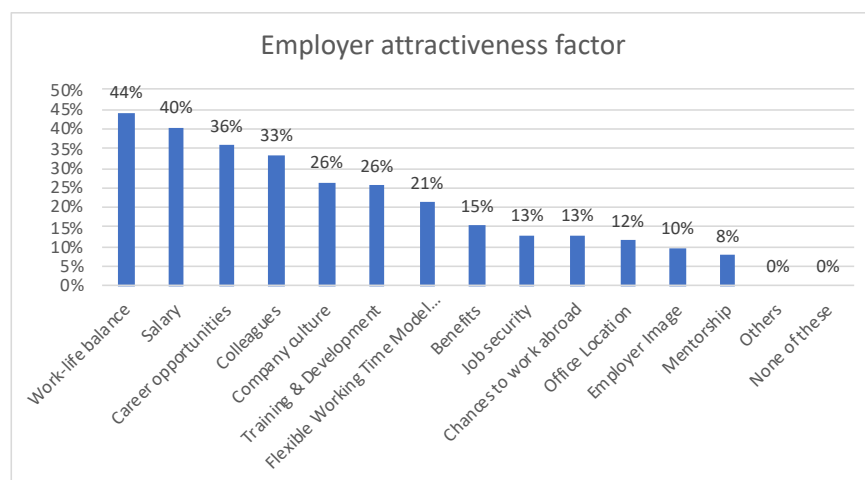
Appendix 13

Motivating factors at work



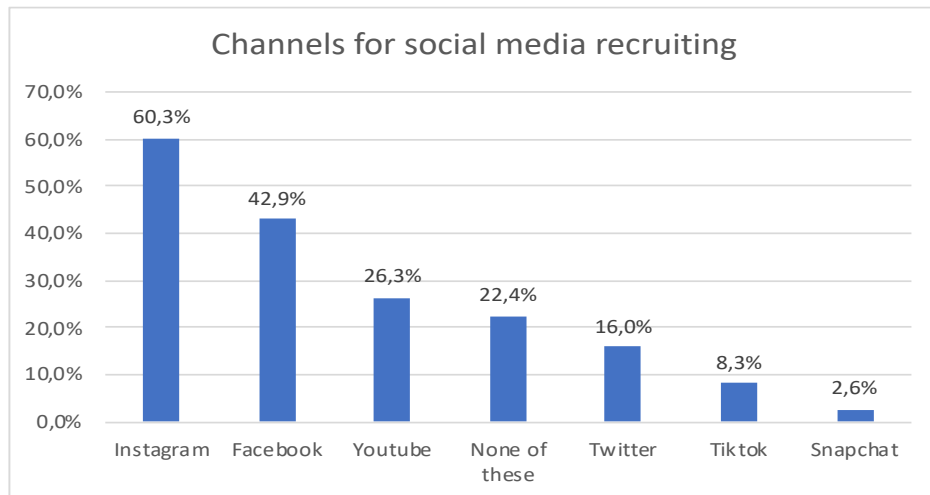
Appendix 14

Employer attractiveness factors



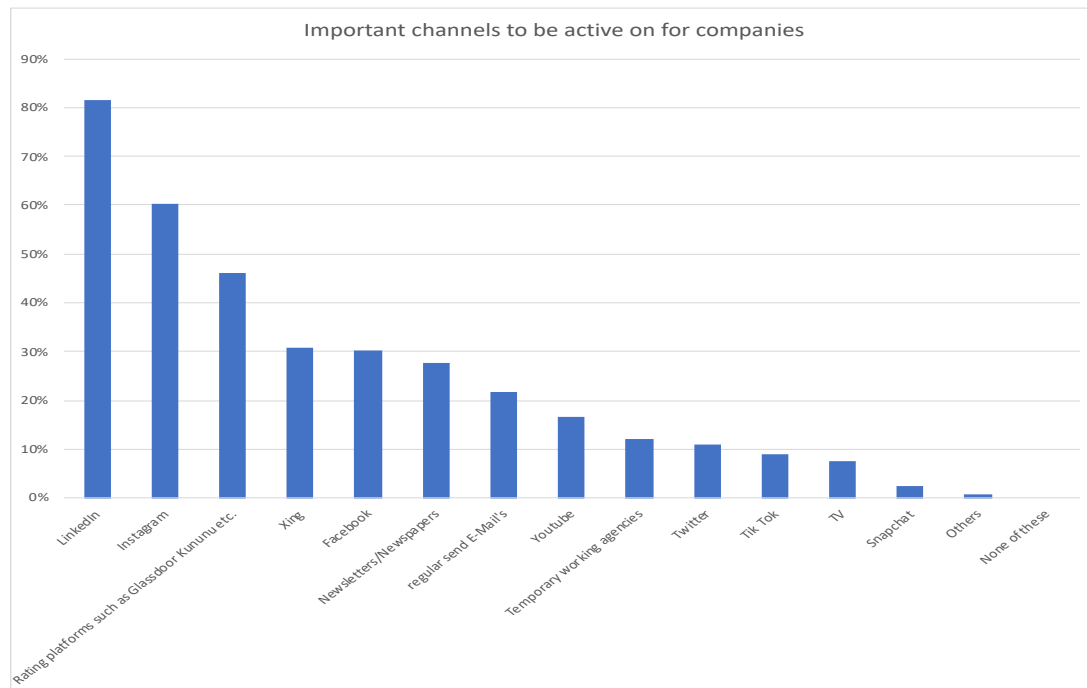
Appendix 15

Channels for social media recruiting



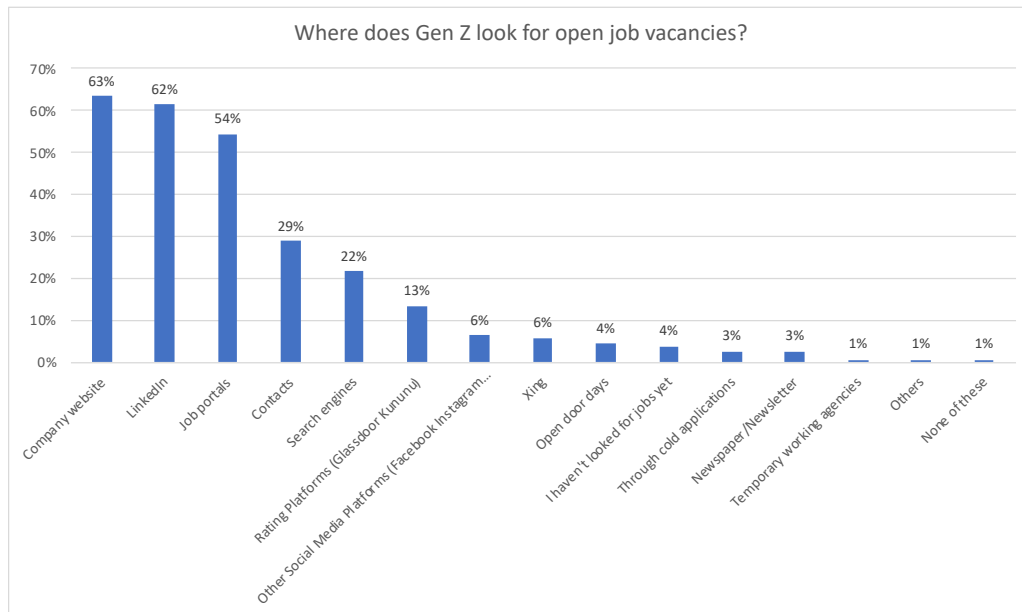
Appendix 16:

Important channels to be active on for companies



Appendix 17

Where does Gen Z look for open job vacancies:



Appendix 18

Most regular used electronic device:

